

## Leadership Principles

### Management

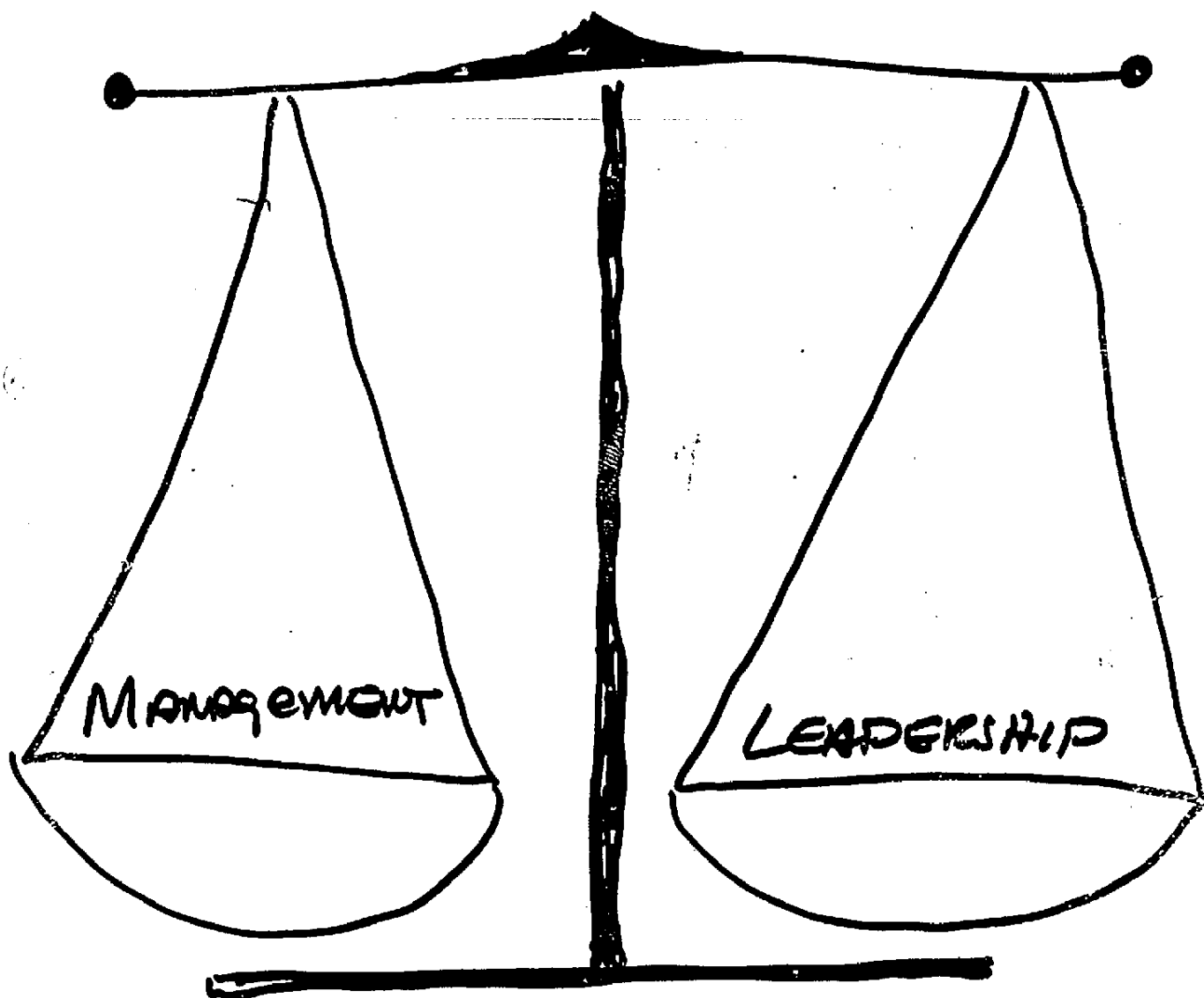
Managers plan  
Managers focus on the company  
Managers seek stability  
Managers control  
Managers analyze  
Managers MBO  
Managers see complexity  
Managers obey the rules  
Managers see problems  
Managers think logically  
Managers compromise  
Managers instruct  
Managers make policies  
Managers take charge

### Leadership

Leaders act  
Leaders focus on the customer  
Leaders thrive on chaos  
Leaders empower  
Leaders visualize  
Leaders MBWA  
Leaders see simplicity  
Leaders change the rule  
Leaders see opportunity  
Leaders think laterally  
Leaders polarize  
Leaders inspire  
Leaders set examples  
Leaders let go

LEADERSHIP

"  
BALANCE  
"



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## Leadership

### Objective

Create an environment conducive to leadership in communicating the why. In order to sell more cigarettes and make more money.

### Strategy

Develop and execute programs that build honesty, trust, respect and openness.

- Value different points of view.
- Set expectations - clearly express and communicate - the why.

### Action Plans

- Kotter education (RSMs and above).
- Execute interactive evaluations.
- Develop bottom up evaluation system.
  - Incorporate leadership.
  - Set expectations.
  - Put the stake in the ground.

### Action Plans

- Develop measurement system.
  - Reward/celebrate.
- Conduct fireside chats.
  - Open/honest dialog.
- Provide feedback.
  - Reinforce long-term vision.

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